



# Arkansas Workforce Center Certification Criteria

2004

Governor Huckabee and the  
Arkansas Workforce Investment Board

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## **Purpose of Certification**

The goal of this process is to develop a world-class Workforce Center network that goes well beyond the minimal requirements established by the federal Workforce Investment Act. It is critical to make the centers user friendly and attractive, creating a public image that is inviting to job seekers, education seekers, and employers seeking skills and talent in the local labor markets.

This document brings all the tools approved by the State Workforce Investment Board (State WIB) into a single reference for Local Workforce Investment Board (Local WIB) members involved in certifying or recertifying local Arkansas Workforce Centers. It is the intent of the State WIB to provide this instrument as a guide to what is expected, not to provide the means of how it is to be accomplished. Ongoing organizing, implementation, and ensuring continuous improvement of the local certification process is the responsibility of the Local WIB.

Included are minimum core standards that must be a part of the local certification/recertification process. In a clear, concise manner this guide provides the Arkansas Workforce Board Certification Process (see Attachment B) needed by Local WIB when conducting certification site visits. It also reviews the Quality Assurance Process to be used by the State WIB to ensure minimum standards are met and that the Arkansas Workforce Center brand name is protected. It is expected that each Workforce Investment Area may supplement these core standards with additional locally applicable criteria and performance measures to ensure continuous improvement.

Certification is not just about a one-time designation. It is an ongoing process that keeps all parties involved and achieving at high performance levels. As such, the Certification Process also allows for achieving Excellence Standards as continuous improvement planning occurs. This Certification Process serves as an opportunity to continually reexamine, improve, and revise procedures to ensure that the Arkansas workforce development system is a primary asset in Arkansas' economic growth and subsequent high quality of life.

### **Arkansas Workforce Investment Board Staff**

Jane English, Executive Director

Cindy Varner, Deputy Director

Main Phone: (501)-371-1020

FAX: (501)-371-1030

TDD: (800)-285-1131

arkansaswib@mail.state.ar.us

## Part I

### Introduction

The following are core principles for building and continually improving the Arkansas Workforce Center system:

- High quality services to employers – with quality expectations defined by business and industry needs
- High quality services to individuals – with quality expectations defined by system users
- Single points of access for a wide array of integrated and coordinated publicly available services
- Customers who are empowered by information and user-friendly system tools
- A variety of access points and services that attract a broad range of system users
- Coordination of funding sources aimed at addressing identified customer priorities
- Reducing unnecessary duplication of services
- Increased accountability at all levels
- Improved youth services through better career counseling, information, and connections between employers and schools
- Infusion of continuous improvement methods throughout the system
- Increased overall value of the system through new, creative partnerships.

### Historical Background

The Workforce Investment Act of 1998 (WIA) provided the framework for states to create a more comprehensive, customer-focused workforce investment system. Governor Mike Huckabee signed Arkansas Act 1125 of 1999, the Arkansas Workforce Investment Act, on April 6, 1999, thereby providing the process that linked employers and job seekers through a statewide workforce development delivery system. The establishment of a One-Stop delivery system for workforce development services was a cornerstone of the reforms contained in Title I of the Workforce Investment Act and in Arkansas' workforce development and economic development initiatives

The State of Arkansas was divided into 10 local workforce investment areas based on common geographic and economic factors. Each area contains at least one comprehensive service center and may have other satellite centers as part of local access networks connected to the comprehensive sites.

This system provides customers a single point of contact for employment, training, education, and supportive services. Under the oversight of the Arkansas Workforce Investment Board, Arkansas Workforce Centers in communities throughout the state integrate multiple workforce development programs and resources and make them available to individuals at the "street level" through a user-friendly delivery system.

It was envisioned that the local Arkansas Workforce Centers would be designed by employers for employers, to help find and train qualified workers and assist qualified workers to find jobs in business and industry. The idea was to simplify the maze of current programs into a comprehensive, aligned system of services for job seekers and employers, eliminating the need to visit different locations and understand multiple, complex program requirements

A significant key to implementing the Arkansas Workforce Center system was the "no wrong door" approach to providing services that encompass the principles of universal access, integration, co-location, collaboration, and performance as the building blocks to the system. With the "no wrong door" philosophy, when a customer approaches any Arkansas Workforce Center partner requesting assistance with employment and training needs or services in support of the customer's job search or skill development,

the customer is able to access the best mix of services from the combined menu of all partners' resources and gain immediate access to the appropriate next step.

The system was designed to be an open marketplace where:

- Employers define the skills and workforce levels they need
- Job seekers are armed with information and resources to acquire and document skills they can use in the marketplace
- Employers, through participation on Workforce Investment Boards, are able to hold the system accountable through performance standards, strategic information, and system oversight
- The Arkansas Workforce Center brand name is widely recognized and valued
- Public resources are targeted and coordinated toward clearly identified customer needs.

## **The Future**

Progress toward complete implementation of Arkansas' workforce development system vision is ongoing. A crucial element in this process is the continued involvement of business, industry, and community leaders. The workforce development process depends heavily upon the vision and leadership of our state's employers.

The Arkansas Workforce Centers will bring about the integration of federal, state, and local workforce programs, giving employers and workers a chance to connect in real or virtual communities, access labor market information, education, and training.

Ultimately, the workforce investment system is designed to increase the employment, retention, occupational skill levels, and earnings of Arkansas' workers through universal access to career management tools and high quality service while creating a well trained, more competitive workforce for Arkansas' employers. As a result, these systems will improve the skills of the workforce, increase worker income with resulting increases in family self-sufficiency, reduce welfare dependency, enhance the productivity and competitiveness of the State of Arkansas, and ensure a high quality of life for all Arkansans.

## **PART II**

### **The State Workforce Investment Board's Mission**

To establish a unified, flexible, accountable workforce development system implemented through local Workforce Investment Boards to enhance collaboration of business, industry, labor, and citizens and characterized by an accessible and responsive Arkansas Workforce Center system. The system will offer employers a resource for workers in existing and emerging occupations and empower Arkansans to receive employment services as well as job-specific training.

### **The State Workforce Investment Board's Vision for Certification**

To provide business and industry with a skilled, trained workforce so that current and future market needs can be fully met. This will be accomplished by creating an environment that integrates services across agencies and programs, minimizing duplication of services and funding, improve job seeker and business customer access, and create a framework for continuous improvement.

## **PART III**

### **Role of the State Workforce Investment Board for Certification**

The State WIB will establish and coordinate policy for use by local Workforce Investment Boards in conducting certification and recertification of Arkansas Workforce Centers. This policy will be provided to the Local Workforce Areas. The State WIB will ensure that the Workforce Centers meet the minimum criteria to be designated as a certified Arkansas Workforce Center. The State WIB will seek to ensure that other state agencies participate fully in the Workforce Centers, including MOUs, Resource Sharing and Cost Allocation. Issues that cannot be resolved by the local LWIB should be forwarded to the Executive Director of the State WIB for resolution. If the State WIB determines that these standards are not being met, the Local WIB will be notified and a corrective action plan will be requested. If the deficiencies are not corrected in a timely manner, decertification of the Center will be recommended to the Governor.

### **Role of the Local Workforce Investment Board for Certification**

It is the responsibility of the Local WIB to select a One-Stop Operator through methods described in the Workforce Investment Act. The Local WIB may select a single Operator for a network of multiple comprehensive sites or may choose a separate Operator for each site. The Local WIB is also responsible for certification and recertification of the Arkansas Workforce Centers in their area. The Local WIB will use the minimum criteria provided by the State WIB. The Local WIB has the authority to add criteria beyond the state minimum levels. In order to ensure quality, Best Practices are encouraged throughout the Workforce system; any additional criteria should be shared with the other areas and the State Board. The Local WIB has the responsibility to monitor the Arkansas Workforce Centers to ensure compliance with the certification /recertification process. If the Local WIB determines that these standards are not being met, the One-Stop Operator will be notified and a corrective action plan will be requested. The local WIB has the authority to revoke certifications and/or select new operators if standards are not met and corrective actions of the operator are not successful.

## **PART IV**

### **Arkansas Certification Policy**

As a statewide system, Arkansas Workforce Centers cover metropolitan areas as well as rural areas. Therefore, different types of centers are required in order to meet our customers' needs, ensure statewide coverage, and provide easy access to services.

The overall Arkansas workforce development system is the combination of a wide array of public and private resources and programs. Comprehensive Arkansas Workforce Centers are the cornerstones of information and access to these resources. The comprehensive centers are complemented by satellite and affiliate centers that provide broader access but more limited on-site service offering connections back to the comprehensive sites. Both comprehensive and satellite centers must be:

- 1) Strategically located to maximize service to employers and employees.
- 2) Have sufficient, sustained traffic to warrant full time operations with sufficient staffing.
- 3) Provide on-site services (interpreter, documents, etc.) based on demographic need.
- 4) Have hours of operation that are based on customer needs and are customer driven.
- 5) Ensure that uniform procedures are in place to implement Veterans Preference for job placement.
- 6) Ensure that priority of service for training opportunities for Veterans is clearly implemented for all DOL programs.

The minimum Core Standard certification criteria (Attachment B) approved by the State WIB will be used to certify comprehensive centers, as well as satellite centers. Consistent with the State Plan, the Local Workforce Investment Board will certify each Workforce Center. At its discretion, the Local WIB may set

certification requirements and/or standards that exceed the minimum criteria established by the State WIB.

As stipulated by federal law, all federal ADA compliance requirements must be met before a center is eligible to receive the Arkansas Workforce Center Certification or utilize the Arkansas Workforce Center name and logo.

For an Arkansas Workforce Center to be considered for certification the One-Stop Operator, with the mandated and optional partners, will be required to jointly prepare an Arkansas Workforce Center Site Business Plan (see attachment B). The Business Plan will identify the available products and services, the organizational structure, an operational and financial plan including cost allocations based on square footage, staff developmental training, marketing strategies and other related information necessary to operate an Arkansas Workforce Center. The review and approval of that plan by the Local WIB will both ensure the avoidance of duplication of services and provide for the inclusion of partners.

Arkansas Workforce Center partners are required to share costs of the centers consistent with their on-site staffing participation on a square footage basis. The State WIB will ensure all partners at the State level understand and fully participate in the MOU/Cost Allocation process. The square footage basis will be used to allocate the space used directly by staff and for the allocation of shared space and other shared operating costs of the centers. Shared costs may include cash and in-kind products and services; however, staff time used in common areas will be considered as in-kind contribution.

The Local WIB will be responsible for overseeing partner cost-sharing commitments and for re-negotiating commitments when needed. The One Stop Operator will be responsible for notifying the Local WIB when commitments are not being implemented or when commitments need to be re-negotiated. The Local WIB will hold the partners accountable for adherence to the cost allocation memorandum of understanding, and the business plan implementation. The Local WIB will be responsible for negotiation and enforcement of partner commitments as needed, including seeking assistance from the State WIB with state-level commitments when appropriate. The MOU and Cost Allocation Templates provided at attachments E and F will be used so that the procedure is standardized throughout the state.

Before a site can receive a certification the Local WIB must ensure that the site is operational and the following items are provided by the Local WIB to the State WIB:

- Approved Governance Agreements (MOU, Cost Allocation and Business Plan)
- Approved ADA compliance plan.
- Fully functional Resource Area (Facility Checklist)

Local WIBs will notify the State WIB when a certification is issued, renewed or revoked. Marketing activity utilizing the Arkansas Workforce Center name is allowed when the Local WIB approves and issues a certification. If a certification is revoked, the affected center must cease using the Arkansas Workforce Center name in its marketing until problems are addressed.

## **Comprehensive Centers**

One of the key responsibilities of the Local WIB is to ensure that the Workforce Investment Act's core services are available in at least one comprehensive center located in each designated local workforce investment area. Comprehensive centers are expected to provide all of the core services as outlined in Section 134(d)(2) of the Workforce Investment Act. Local WIBs may add to these minimum requirements based on their area's needs.

- A Comprehensive Arkansas Workforce Center is the physical location where, at a minimum, all the core services of the following programs are available (if services are provided in the local workforce area):
  - WIA Title I Adults
  - WIA Title I Dislocated
  - WIA Title I Youth

- Job Corp
- Native American programs
- Migrant & Seasonal Farm workers Programs
- Wagner Peyser (Employment Service)
- WIA Title II--Adult Education & Literacy
- Social Security Programs (Employment & Training Program)
- Title V Older Workers
- Carl Perkins
- Trade Act
- Veterans Employment
- Community Service Block Grants
- Rehabilitation Act of 1973 (ARS and DSB)
- HUD (Employment & Training Program)

Additionally, non-mandated partners may include:

- Economic Development
- Literacy Councils
- Libraries
- County Veteran Service Officers
- Chambers of Commerce
- State Agencies
- Non-Traditional
- Non-Federal funded partners
- Other appropriate organizations.

At least ten of these programs must be provided within a comprehensive center. The State WIB will seek to ensure that all organizations that receive federal funds for employment and training services make these services available in the Workforce Centers. Employment Services, Adult & Dislocated Worker, and Veterans Services must be accessible on site on a full time basis unless waived by the Executive Director of the Arkansas Workforce Investment Board.

Each Comprehensive Center will have a Center Manager to ensure that:

- 1) Services are provided in an integrated, seamless delivery method under the name of Arkansas Workforce Centers.
- 2) Staff from the various programs is available and cross-trained to deliver services in an integrated and seamless manner.
- 3) Services and funding between partners are not duplicated.
- 4) The Center Manager will be under the direction of the One Stop Operator.

To facilitate integration, partners will share resources, technology platforms, job development teams, coordinate case management of co-enrolled customers, job database, support services, application protocol and forms, assessment, business services, marketing plans, performance and evaluation measures.

The Center will have a Business Liaison Team as the single point of contact for business services. It is expected that staff involved with initiating employer contacts will participate in the team in a coordinated outreach program under the Arkansas Workforce Center name and marketing approach. The team will consist of business contact staff from all partner programs and will, at a minimum, provide the following structure and coordination in approaching the business community:

- A team leader to coordinate the activities of the team
- A coordinated "script" to market the system to employers
- Use of the Arkansas Workforce Center name as the primary marketing approach, with agency specialty areas presented as a part of the overall system as needed
- An information sharing strategy that contact results are available to all team members
- A clear menu of services across all partners



- A division of duties with employer sector specializations as deemed appropriate for quality customer service
- Multiple agency participation with clear cost and information sharing commitments.

Comprehensive Centers are also encouraged to create opportunities to establish additional points of access. These are viewed as additional, free mutually beneficial services provided to the community that provides evidence of continuous improvement in serving employer and workforce needs.

The State WIB will create a web site for public access to the Arkansas Workforce Center Network including format for local area input. Each local WIB will be responsible for ensuring that its local comprehensive centers maintain and update the local web site for public access. Links will be established between the state site and all local sites. Additionally, at least one comprehensive center in a Workforce Investment Area must have a toll free telephone number, so information is more accessible to clients throughout the area.

The State WIB will provide or make available to the Arkansas Workforce Centers a web-based operating system that will provide a system of record for these services. This system should incorporate:

- One common database for the State
- Common intake into program systems
- Swipe cards to record services used
- Virtual one stop entry (can be accessed by customers from any computer that is internet connected)
- Pathways to labor market information/job searches/information for job seeker-businesses.

## **Satellite Centers**

An Arkansas Workforce Center Satellite is a physical location where five or more Arkansas Workforce Center programs are delivering services, providing access to the web-based system, and providing staff assistance to customers. Each satellite must be a part of a comprehensive center's business plan, with the relationship of the satellite to the comprehensive site fully explained. The following represent minimum requirements for the establishment of an Arkansas Workforce Center Satellite. Local WIBs may add to these minimum requirements based on their area's needs. The minimum number of programs can be waived only by the Executive Director of the Arkansas Workforce Investment Board.

An Arkansas Workforce Center Satellite must:

- Be linked through the Business Plan to a comprehensive center, as coordinated by the One-Stop Operator.
- Ensure that it operates within the Core Standards of the Business Plan, with its connection to all standards fully explained as a sub-part of the Business Plan of the comprehensive center.
- Have a minimum of five programs, two of which must be mandated partners, providing services on a full time basis.
- Provide universal access to core services with a referral process to the comprehensive center or other provider locations for services not delivered on site.
- Include a Resource Center as defined in "Attachment B".
- Consistently meet client traffic/intake levels to warrant establishing and maintaining a center as established by the Local WIB.

Minimum certification criteria as approved by the State WIB for the certification of comprehensive centers will also be used by the Local WIB to certify a Workforce Center Satellite. The Local WIB will certify each Workforce Center Satellite using the Core Standards in Attachment B. As with comprehensive centers, in order to display the Arkansas Workforce Center name and logo, Workforce Center Satellites must be certified by the Local WIB. A copy of this certification must be provided to the State WIB.

## **Affiliate Sites**

Affiliate Sites must be tied to a comprehensive center through the business plan and be under the administration and responsibility of the One-Stop Operator. These sites create access to services via a computer terminal, kiosks, public/school libraries, and other means that allow core information to be distributed and referrals passed on to satellite and comprehensive centers or other service delivery points.

## Certification/Recertification Overview

The certification of a site to bear the Arkansas Workforce Center name involves meeting and sustaining Core Standards. The Local WIB is the agent charged with substantiating that, at a minimum, the State WIB Measures (Attachment B) are met. These standards are based on the business plan model for continuous improvement. The seven core standard components embody quality principles and practices that have been proven to produce superior results in areas such as customer satisfaction, financial performance, employee satisfaction and productivity.

Part of the certification process will involve site visits by the Local WIB. After a site has become operational, it will be certified. The Local WIB works with the One-Stop Operator to make certain that each site meets established administrative, physical, and operational standards.

In order for a local workforce center to be certified it must meet the minimum Core Standards as outlined in attachment B. This initial certification will be for two years. Recertification of local centers must occur at the end of every two years using criteria plan that requires continuous improvement as outlined in the Standards for Excellence. To achieve re-certification, documentation showing continuous improvement (statistical material, business relationship improvement, etc.) must be provided.

Initial Certification (Core Standards)	Two years duration
First Recertification (Excellence Standards)	Two years duration; specific qualitative improvements clearly demonstrated and documented through metrics, performance standards, employer & customer surveys, etc.
Subsequent Re-certifications (Updating of Excellence Standards)	Renew every two years thereafter; based on continuous improvements that can be demonstrated and are documented.

## Certification Process

Steps that may be taken in issuing a certification are as follows:

- Step One* Local WIB establishes a vision for the local Arkansas Workforce Center system.
- Step Two* Local WIB establishes local certification process and criteria incorporating State WIB criteria of Core Standards (see attachment B). The Local WIB selects the One-Stop Operator. The Local WIB also selects/approves the network of sites in the local workforce area. It is important that the Local WIB and operator have an agreed upon set of mutual expectations. Several discussions may be needed between the parties before reaching agreement on the final Business Plan.
- Step Three* One-Stop Operator opens Arkansas Workforce Center site and operates based on the agreed upon business plan.
- Step Four* After an agreed amount of time, the local WIB conducts site visit to document that the core standards are met (see attachment B for documentation requirements). The WIB also conducts a facility review of the site and the Resource Center to ensure compliance.

*Step Five* If the operator and site meet the Core Standards for the business plan and the site, the local WIB issues certification; or in case of deficiencies the local WIB issues a letter to the One-Stop Operator requiring corrective actions with an expected timeframe for completion. On or before the timeframe, the operator requests a review to receive the certification.

*Step Six* The Local WIB will provide to the State WIB a copy of the certification instrument for each site.

To aid with determining whether a site has met all the requirements to bear the Arkansas Workforce Center brand name, the State WIB's Arkansas Workforce Board Certification Process (Attachment B) and its core standards will be the instrument used when conducting a site visit. The Local WIB has the authority to add additional criteria and measures, as well as determine the method of measurement.

### **Recertification Process**

Initial certification (core standards) is for two years. Once a center has been certified it is the Local WIBs responsibility to recertify every two years utilizing a continuous improvement plan to always find ways to improve customer satisfaction.

Steps that may be taken to issue a recertification are as follows:

*Step One* Local WIB establishes local recertification process and criteria incorporating State WIB criteria for excellence standards

*Step Two* Local WIB reviews the amended business plan and conducts site visit to review documentation and to conduct site facility check.

*Step Three* Local WIB issues recertification or letter to One-Stop Operator on deficiencies.

*Step Four* The Local WIB will provide to the State WIB a copy of the recertification instrument for informational purposes.

## **PART V**

### **Quality Assurance Process**

Monitoring and continuous improvement assessment is a consistent theme throughout the Workforce Investment Act. These responsibilities reside at several different levels within the overall workforce investment framework. Adhering to the basic certifying criteria established by the State WIB is a core element of the monitoring and evaluation process. Monitoring and continuous improvement assessment occurs at both the State and Local levels.

Certification responsibilities reside with the Local WIBs. These boards are the bodies that must approve all new certifications and recertifications of any existing centers. The Local WIBs may use criteria for certifying in addition to the basic certifying criteria established by the State WIB, but the boards must ensure that the basic core standard criteria are part of their processes.

All Arkansas Workforce Center sites operate similar to franchises of major private sector businesses. In order to display the Arkansas Workforce Center name and use the Workforce Center operating system, the centers must meet minimum core standards established by the State WIB. The State WIB will conduct scheduled and random quality assessments of local centers, as needed, to ensure that the minimum core standards are being met in order to protect its "brand name".

However, since certifying the centers is ultimately a Local WIB responsibility, feedback and any corrective action necessitated by the joint reviews will be channeled back to the Local WIBs for response. The State WIB retains the right to revoke use of the Arkansas Workforce Center brand name if minimum core standards are not met at any particular center. Since the Local WIBs are the certifying bodies, applying

any sanctions will be carried out through the Local WIBs. The State WIB will work cooperatively with Local WIBs, if problems are identified, to seek remedial action. In the unlikely event that compliance is not reached, the Local WIB may be directed by the State WIB, acting jointly, to remove the Arkansas Workforce Center name.

Local WIBs are required to have at least one Comprehensive Workforce Center site within their Workforce Investment Area. If that requirement is not met due to non-compliance with the minimum State WIB certifying criteria, the State WIB is responsible for initiating action against the Local WIB. Such action may include technical assistance but could ultimately result in reorganization of the Local WIB as provided under the Act.

Local WIBs will be responsible for an ongoing process of continuous improvement strategies as they maintain oversight of their certified network of Arkansas Workforce Center sites. The process will include ongoing efforts to move toward all Excellence Standards during the course of the certification period. The Local WIBs will also participate with the State WIB in defining the set of standards that will become core for the upcoming recertification period following the initial two-year period. Many or all of the Excellence Standards may become the new set of Core Standards for recertification. The setting of higher performance expectations by the Local WIB will be an ongoing process of continuous improvement for all future recertifications.

## Definitions

**Affiliate Site:** Affiliate Sites must be tied to a comprehensive center through the business plan and be under the administration and responsibility of the One-Stop Operator. Affiliate Sites may also be sites that provide opportunities to disseminate workforce information through other entities such as libraries, high schools, etc. These are viewed as additional, free services that provide evidence of continuous improvement in serving community employer and workforce needs.

**Comprehensive Workforce Center:** A physical location where all of the core services of all programs mandated by the Workforce Investment Act are accessible to all patrons of the workforce center.

**Core Services:** Core services are provided by all Workforce Center partners and universally accessible to all customers. There are no eligibility requirements for core services.

**Cost allocation methodology:** The square footage for each agency and the amount of time per week the space is utilized is determined. This determines their percentage share of common space and total square footage usage. Agency contributions (rent, janitorial, utilities, workers, training, etc.,) are figured. This amount is shown on the budget and the agency fair share is determined by the percentage of total square footage usage divided by the overall amount paid.

**In-Kind Contributions:** In-kind contributions are tangible products and services assigned to the Center in lieu of cash consistent with the negotiated cost allocation plan. Such products and services may be used to cover certain items in the overall budget of the center. Examples include phone systems, copiers, marketing materials, paper, supplies or other budgeted items. Time spent on site by partner staff may be considered an in-kind contribution if performed for the benefit of the entire center.

**One-Stop Operator:** The One-Stop Operator is an agency or organization designated by the Local WIB and charged with the responsibility for establishing and maintaining a highly effective network of Workforce Centers focused on team building to deliver quality services to both the employer and job seeker. The One-Stop Operator is responsible for ensuring that sufficient space in the Workforce Centers is made available to all providers of services mandated by the Workforce Investment Act to enable those agencies to provide employment and training services in the Workforce Center. The One-Stop Operator is responsible for overseeing the activities conducted in the common areas of the Workforce Center, including the Center's resource room facilities.

**Physically Located:** For an agency or organization to be considered to be physically located at a Workforce Center, the core services provided by that agency or organization must be available to Workforce Center customers.

**Satellite Workforce Center:** A physical location where two or more Workforce Center partner(s) are providing services for their programs and also providing access to the web-based Workforce Center system and staff assistance to customers.

**Shared Operational Costs:** Shared operational costs of a center are those costs that cannot be directly allocated to the housing/occupancy requirements of the partner staff or to program-specific usage of space. Examples include rent for common reception and resource areas, the general greeter/receptionist, and the Center Manager. Such costs will be shared by all site partners, as specified by the approved cost allocation plan.

**Workforce Center System:** A Workforce Center service delivery strategy which includes local Workforce Center (comprehensive or satellite) where customers can choose how to access information and services.

## Services: Job Seekers

## Core Services

- Available to the general public requiring no eligibility requirements
- Outreach, intake (which may include worker profiling and re-employment services), and orientation to the Arkansas Workforce Center system
- Initial assessment
- Eligibility information for services for all partner employment and training programs
- Job search assistance, career information, and counseling
- Job matching and referral
- Local, regional, and statewide labor market information
- Information on financial aid, including unemployment insurance
- Information on certified education and training providers, local performance outcomes of service providers, workforce center activities such as job fairs and supportive services
- Orientation to personal computers for access to self-directed services
- Follow-up activities including reassessment services

## Intensive Services

- Services may be provided by any funding source or partner, i.e., routinely provided by veterans services staff and vocational rehabilitation staff for clients who qualify for their assistance
- Comprehensive assessment of knowledge, skills, abilities and interests by use of various assessment tools, such as testing
- Development of individual employment plans
- Group counseling
- Individual career counseling
- Case management
- Short term pre-vocational and stand alone services, such as basic adult education' English as a second language, general educational development (GED), basic computer literacy, interviewing skills, and soft skills

## Training Services

- Training may be provided from multiple sources including Pell grants, WIA, ITAs, or clients own resources
- Occupational skills training, including training for non-traditional employment will be provided through ITAs for adults and dislocated workers
- On the job training
- Programs that combine workplace training with related instructions, which include cooperative education programs
- Private sector training programs
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities where they are integrated with other training services
- Customized training conducted with commitment to employ the individuals upon successful completion of training
- Registered apprenticeship and training programs

# Services: Employers

## Core Services

- Orientation to the Arkansas Workforce Center system and services
- Self-enrollment and common application for services with validation criteria
- Multiple methods to list jobs listing available to the public and the method of referral
- Access to America's Career Kit that integrates America's Job Bank system
- Automated job matching
- Screening and referral of qualified candidates
- Training programs, providers, and consumer reports on effectiveness of specific providers
- Labor market information to bridge economic and workforce development
- Human resource information, i.e., tax credits, unemployment insurance, and access to labor law and compliance information
- Initial skills assessment and/or occupational profile of positions
- Access to computerized training to upgrade incumbent basic skills
- Rapid response, initial contacts

## Intensive Services

- Account executive services, including brokering with other service providers/resources
- Job profiling
- Rapid response services, including outplacement
- Seminars and informational workshops
- Customized assessment for new hires/exiting staff
- Linkages with other employers that have similar needs
- Individualized recruitment plans
- Access to entrepreneurial assistance
- Access to economic development programs and services

## Training Services

- Incumbent worker training
- On the job training
- Customized job training funded under WIA
- Advanced skills training

## ATTACHMENT B

### ARKANSAS WORKFORCE BOARD CERTIFICATION PROCESS: DOCUMENTATION OF BUSINESS PLAN & ON-SITE REVIEW

---

Location\_\_\_\_\_

Date\_\_\_\_\_

Reviewer\_\_\_\_\_

#### **Business Plan and On-Site Review Check List**

1. Check yes or no if the business plan reflects the criteria
2. Check yes or no if the described documentation was obtained during on-site review.
3. Describe the center's strengths and opportunities for improvement.

Items in **Section I** must be checked "yes" for both the business plan review column and the column for on-site documentation for a certification to be awarded. This will document that the center meets minimum standards necessary for awarding of an initial certification.

Items in **Section II** will be rated as documentation of progress toward excellence. It is anticipated that the standards in this section will become part of the baseline standards for the next round of re-certification. The Local WIB will discuss progress toward meeting all of these standards during its ongoing quality review discussions during the duration of the certification period.



## DEFINING THE BUSINESS

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The plan describes the core business of the center and where the center fits in the marketplace – including major partners and major competitors			Interview with management level partners reflects understanding of the core business and the relationship of the business to similar organizations in the marketplace		
The plan describes the center as a single business with multiple investors in a joint venture – it includes a clear description of each investor’s contribution to the business and the each investor’s expected benefit from the investment			Interview with management level partners determines that partners are able to describe specific investments they are making and the specific returns that make the investments a wise use of funds		
The plan includes an internal analysis of the center’s strengths and weaknesses and an external analysis of the opportunities and threats in the marketplace			Interview with management level partners identifies specific opportunities that the center intends to seize and specific threats that the center has a plan to address		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
There is a rationale for the location and layout of the center that connects directly to the needs of the customer base			Center has analysis of site locations and site layouts and assessment of how current site relates to ideal		
The plan indicates how the center is coordinated with economic development and social service networks in the community			Interviews with local economic development and social services leaders confirm coordination strategies with the center		
The plan describes how center leadership is involved with other one-stop operators and with the Local WIB in regional service strategies			Documentation of coordination meetings with the Local WIBs and other centers is presented to reviewers		
The center has an active business advisory group that keeps the center aligned with the service needs of local employers			Documentation of advisory group meetings, attendance and key actions in support of the center is presented to reviewers		
The center utilizes external data about the community, the labor market needs, and employer hiring practices to define its core business purpose and strategies			Key data sources and evidence of uses of data in planning is presented to reviewers		

**Strengths (use back of page if needed):**

**Opportunities for Improvement (use back of page if needed):**

## PRODUCTS AND SERVICES

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The center describes its set of products and services to the public as a clear “menu of services” for a single business operation, not a menu of organizations operating under one roof			Observation at the site of the unified presentation to the public of the clear menu of services		
The plan identifies the major customer groups of the center and describes the major service need of each group			Interviews with management level partners show evidence that center used input from customers to establish needs and create appropriate products and services for each major customer group		
The plan describes the resources available to the general public in the resource room and the assistance that is available from partner commitments for continual staff support to the public in the resource room			Observation on-site of the resources available and the staff interaction with customers in accord with their needs		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The center has established quantified service standards for customers accessing the products and services of the center (wait times for computers, shifting of staff to address bottlenecks, empowering staff to use multiple funding sources)			Interviews with on-site staff to test knowledge of standards and observation on-site to see application of standards to customer service		
The center has identified additional services that customers need and has created new arrangements with service partners to meet the needs			Interviews with on-site staff to identify the means of providing the new services and for identifying new needs. Observation of application to customers.		
The center has identified key community based organizations that assist the center in creating future products and services for key target groups			Evidence of meetings with community organizations and new products developed. Interviews with community organizations.		

**Strengths (use back if needed):**

**Opportunities for Improvement (use back if needed):**

## MARKETING

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The center plan describes an external communications strategy about how the center will communicate with community – content, frequency, media			Copies and examples of materials are reviewed on-site and are consistent with plan		
Center has identified specific approaches for attracting customers consistent with the customer targets identified			Interviews with management level partners confirm targeted approaches and on-site evidence is noted – including presentations and visits to other organizations		
The center plan describes the identity that the center is establishing in the community – when/how partner staff identify with the center name vs. agency names			On-site review of documents reflect promotion of “center” image through use of signage, name tags, letterhead, and marketing materials		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The center plan describes the coordination of marketing efforts with the Local WIB and with the State WIB in the promotion of the center “brand name”			On-site review of evidence of coordination meetings and results of meetings. Evidence in marketing materials of broader promotion of region and state		
The center plan describes the coordination with other centers and with the Local WIB in the to address sector-based responses to employers			On-site review of evidence of coordination with business services staff of other centers and with the Local WIB to address regional consistency in marketing to employers		
The center has identified specific funds that will be used for the marketing budget of the center			On-site review of marketing budget, expenditures and evidence of use of funds for marketing materials and approaches		

**Strengths (use back if needed):**

**Opportunities for Improvement (use back if needed):**

## MANAGEMENT & ORGANIZATIONAL STRUCTURE

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The business plan includes an organizational chart that demonstrates a functional structure. The major functions are identified as well as the cross-agency staff for each function			On-site observation of staff organization within the center is consistent with functional alignment and presents a “one employer” image to public		
The plan identifies the center manager and the manager’s internal communications strategy with front-line staff of all service partners at the site – content, frequency, media used, staff meetings			On-site evidence of communication strategies described in plan, including staff meeting agendas and internal memos. Interviews with front-line staff to confirm		
The plan describes the staff development strategy that will be employed for all staff of the center including cross-information with other organizations			On-site evidence of overall plan including interviews with staff to confirm that development strategies are being implemented		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The business plan includes a staff “code of professional ethics” in dealing with the public – professionalism, dress code, phone procedures, courtesy			On-site evidence that plan is being implemented in interactions with public and staff-to-staff. Review of customer satisfaction feedback to confirm		
Center manager has a staff customer satisfaction survey and a process for addressing staff issues – management has set goals for staff satisfaction			On-site review of process and results – evidence that internal changes were made in response to staff feedback		
There is a “coverage plan” on-site to ensure that absence of a key management or operational staff person does not result in failure of a key function			Interviews with key staff confirms that they know who covers for them and for others when needed to perform key functions		

**Strengths (use back if needed):**

**Opportunities for Improvement (use back if needed):**

## OPERATIONAL PLAN

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The customer flow is described in a manner that presents the center to customers as a single business, not a hand-off from agency-to-agency			On-site service simulation follows the described flow and confirms the “one business” approach and presentation		
There is an identified process for creating and using management information and customer feedback to adjust operations to address identified issues or deficiencies			On-site confirmation with management of process used plus evidence of actions taken to address identified issues		
There are center-wide policies and procedures that apply to all staff operating on-site			On-site evidence of Operations Manual with local policies and procedures, and staff access to material – interviews with staff confirm knowledge and usage		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
A contingency plan exists for dealing with unplanned absences, unexpected traffic (due to layoffs, etc.), and service bottlenecks at the site			On-site evidence of plan – interviews with staff to determine examples of implementation – observation of implementation, if applicable		
A technology plan exists for the site – the plan identifies gaps for both customers and staff and cites specific technology needed to fill gaps			On-site interviews with staff to confirm relevance of plan – review of staff satisfaction and customer satisfaction results related to technology needs		
The business plan identifies specific customer service standards for each major function or service offered (wait times, time to return calls, etc.)			On-site review documents that service standards are reviewed by management – implementation is observed with customers at site		

**Strengths (use back if needed):**

**Opportunities for Improvement (use back if needed):**

## MEASURING SUCCESS

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
There are quantified and measurable goals for the center as a whole and an action plan to ensure the goals are accomplished (who does what by when)			Interview with management demonstrates they have a strategy for monitoring progress on the goals and taking action if goals are not being met		
A process is described for how data on center performance indicators and program outcome data for partners is utilized, including how often reports are reviewed, who reviews them, how they are analyzed, where the analysis goes, etc. A copy of the reporting format is included in the plan			An actual report is available on site along with evidence of usage (such as staff meeting agendas, memos, written action plans)		
The standards and measures that must be met by each partner in relation to center goals are identified, along with their goals and strategies for meeting and exceeding those standards			Interview with key management staff describes how goals were established, and how strategies are updated in response to progress review		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The plan describes the format and frequency for reporting of progress to the Local WIB in accord with outcomes/processes established by the Local WIB and with adherence to the certification agreement			A copy of report to Local WIB is provided. Interview with management on quality of discussions with Board and changes made as a result of guidance from Board		
The plan identifies how partners will assist each other in meeting the individual performance standards of each organization and funding source			Interviews with on-site team leaders from each partner organization will confirm that plan is being implemented and assistance is being provided by partners		

**Strengths (use back as needed):**

**Opportunities for Improvement (use back as needed):**

## FINANCIAL PLAN

<b>Section I – Core Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
The business plan provides a unified, center budget that includes sources and levels of funding. It is clear which organizations pay for which parts of the overall operation, and which activities and spaces are shared			On-site discussions with partners verify that plan is being implemented and funding commitments are being met by all partners		
The budget has been developed in response to center vision, goals and resource commitments made by partners			Interview with management reveals their underlying assumptions, and how they are directing resources to support strategic goals of the center		
Resource gaps have been identified and potential funding opportunities identified			Interview with management indicates how they have linked potential funding opportunities with specific gaps and what the plans are for attracting funding that has been identified		
<b>Section II – Excellence Standards</b>	<b>YES</b>	<b>NO</b>	<b>Documentation</b>	<b>YES</b>	<b>NO</b>
Center manager has discussed funding gaps, needs, and desired re-alignment of resources with partner organizations and has presented analysis and responses to the Local WIB for input into the Local WIB MOU negotiations			On-site evidence of financial analyses and discussion with management on actions needed by Local WIB to address gap closure and cost sharing among service partners		
Center manager has established strategy for fund development beyond traditional government sources – including sources such as business contributions, acquisition of grants, and fee-for-service approaches			Discussion with center manager on fund development plans and actions taken to implement		

**Strengths (use back if needed):**

**Opportunities for Improvement (use back if needed):**

## Basic Facility Review

Facility Feature	Yes	No
Located on public transportation (n/a if not available)		
Common Reception Point		
Space for group services		
Private space for personal discussion		
Space for itinerant or part-time services		
Space to expand to add new partners		
Clearly posts hours of operation		
Expanded hours when warranted		
Adequate parking and handicap parking		
Visible and prominent external signage		
Clean exterior, free of trash and weeds		
Clear and professional internal signage		
Staff wear name tags		
Staff use common logo for stationery and cards		
Site has been ADA reviewed		
Has adequate computers available for general public		
Restrooms are clean and adequately supplied		
Menu of services is displayed		
Vision and mission are displayed		
Information about center performance is displayed or readily accessible		

**Facility Strengths:**

**Facility Opportunities for Improvement:**



## Basic Resource Center Review

Resource Area Feature	Yes	No
Resource area is the focal point of the center and draws customers in		
Self help materials are readily available		
Materials are available in alternative formats for the disabled or non-English speaking		
Staff are stationed in the Resource Area and readily available to customers		
Resources are available for employers as well as job seekers		
Information is available in a wide array of media, including video, audio, books, periodicals, and software.		
The area has appropriate signage to guide customers to resources in the room		
The area includes capacity for customers to photocopy, print, telephone, fax, and access the internet		
There are materials appropriate for youth to use in career exploration, postsecondary selection, and financial aid assistance		
Labor market information is easily understandable and accessible		
There are tools for customers to self-assess their skills and develop resumes		

**Resource Room Strengths:**

**Resource Room Opportunities for Improvement:**

## **Certification Recommendation**

**Award Certification:**

\_\_\_\_\_

**Award Certification subject to meeting  
the following conditions:**

\_\_\_\_\_

**Deny Certification  
Reasons:**

\_\_\_\_\_

**Certified by:**

\_\_\_\_\_

**Date:**

\_\_\_\_\_